

2013

Police Department Business Plan



City of Sugar Land

POLICE DEPARTMENT BUSINESS PLAN

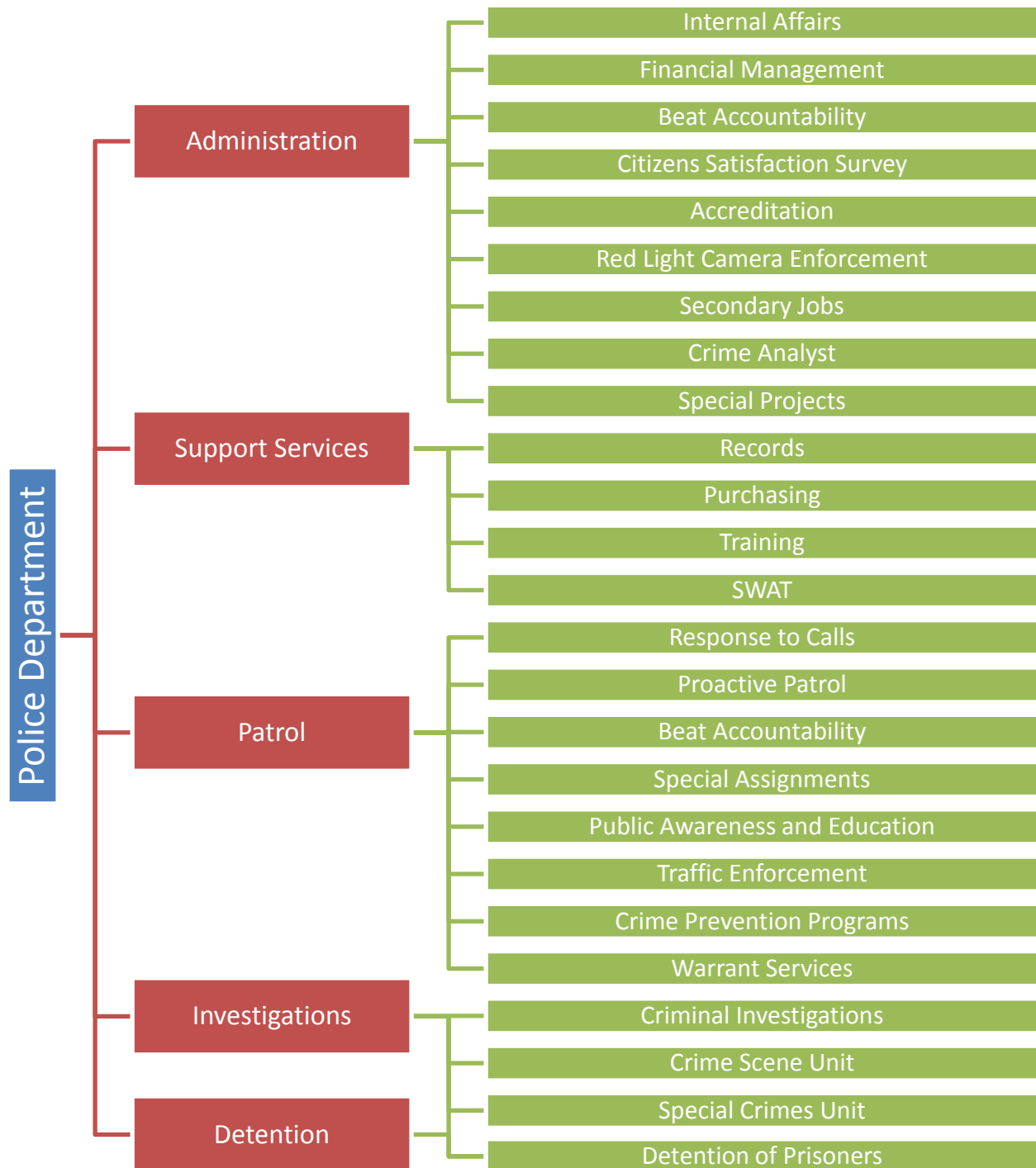
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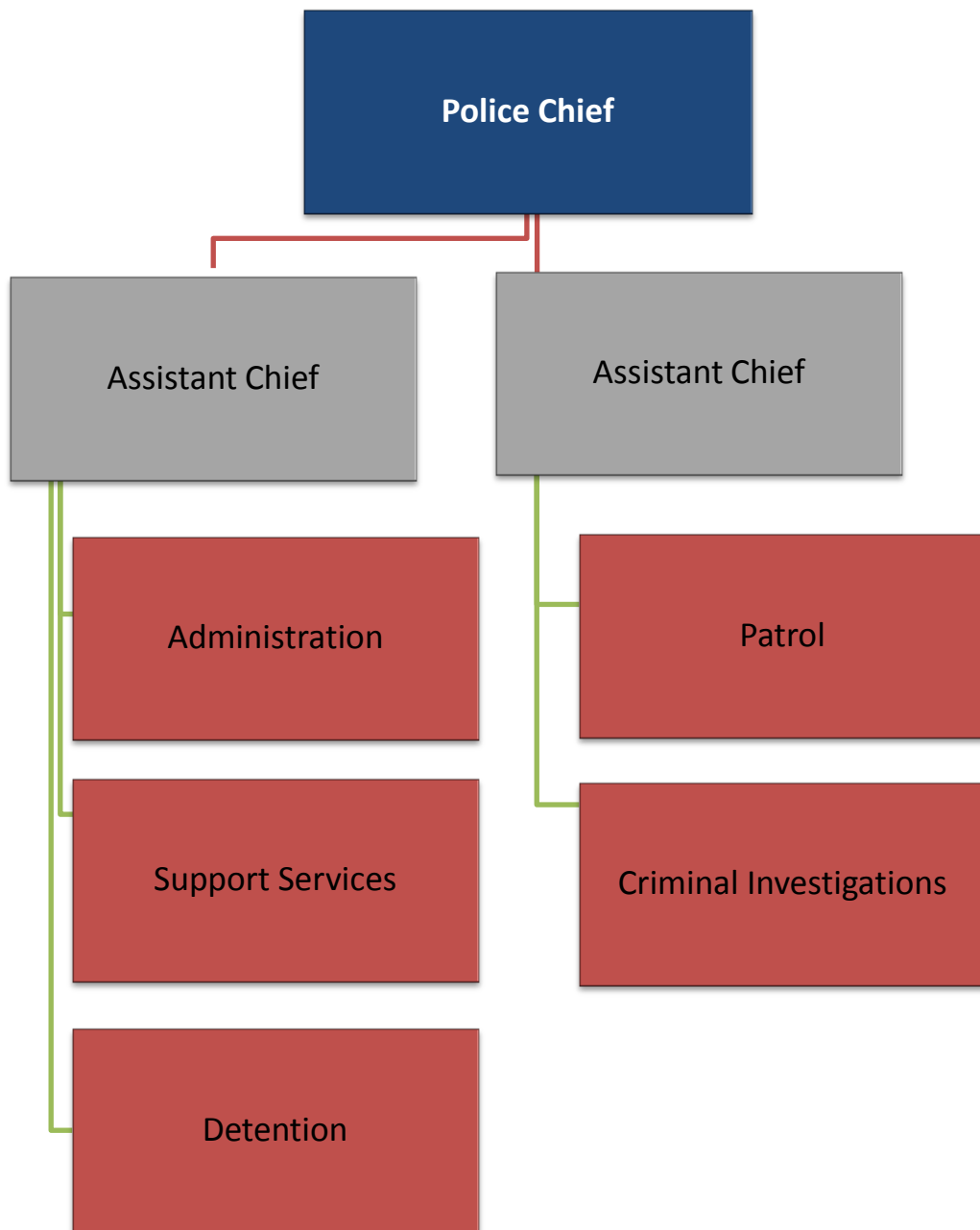
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POLICE DEPARTMENT
2013 BUSINESS PLAN

ORGANIZATIONAL & FUNCTIONAL STRUCTURE





2013 PROGRAM OF SERVICES

ADMINISTRATION OF THE DEPARTMENT

PROGRAM SUMMARY

Administrative Services are provided 8:00 a.m. to 5:00 p.m. Monday through Friday. Chiefs and Assistant Chiefs oversee daily operations to ensure the efficient and effective delivery of services by the department to assure responsible city government.

SERVICES AND SERVICE LEVELS

Service: Internal Affairs

Addressing disciplinary issues and the investigation of internal complains as part of personnel management. Outputs include changes in policies and personnel action when required to include recognition or disciplinary action as required.

Service: Fiscal Management

Ensure financial responsibility within the department by overseeing budget operations. Financial management also includes overseeing the department's inventory and locating, applying for, and managing grants.

The department analyst is responsible for monitoring expenditures on a daily basis and notifying the chiefs of any discrepancies, issues, or questionable spending. Year-end projections are updated on a monthly basis by the analyst to identify any surpluses or deficits that need to be addressed. Outputs also include grant management and inventory control.

Service: Beat Accountability Management

Crimes and problems in the City are managed at the beat level, and administration conducts on-going analysis of the beats and beat team concept. Monthly meetings are conducted with the beat managers utilizing the Comp Stat format of analysis to monitor and evaluate results.

Beat Accountability meetings are conducted on a monthly basis, with the patrol lieutenants responsible for a specific beat. Their responsibilities include the identification of any crime issues or trends in their beats, and development of a plan to address the issue.

Service: Citizens Satisfaction Survey

Every three years the city conducts a citizen satisfaction survey. This survey allows for the police department to gauge and measure the citizen's satisfaction of police services, police response to calls as well as visibility patrols as noted by the citizens.

Service: Accreditation

Administration directs the establishment and compliance of a clear and complete set of policies that direct departmental services in a manner consistent with City Goals and policies. It provides employees with a clear and concise explanation of department expectations and requirements to assure that we provide responsible City government by developing and maintaining a championship workforce, and also provide procedural policies to guide the department.

Accreditation includes the compliance and formation of policies as required by the Commission on Accreditation for Law Enforcement Agencies (CALEA.) Reaccreditation occurs on a three year cycle, and the administration sergeant oversees this process.

Service: Red Light Camera Enforcement

Administration assures that all violations are reviewed prior to the issuance of a citation, and makes court appearances when required. The red light cameras have increased the safety at intersections to address the objective of predictable travel times with minimum congestion and maximum safety.

Red Light Camera Enforcement efforts are measured by counts of the violations and fines, the number of court appearances, the revenue collected, and a comparison of the number of accidents occurring at the intersections before and after the lights were installed. The Chief of Police directs the program and designates staff to perform the day-to-day activities of the program, which include viewing all violations, issuing citations as justified to the registered owner of the vehicle.

Service: Secondary Employment

Administration ensures all personnel are in compliance with policy regarding Secondary Employment. Which means any agreement or arrangement under which an employee receives money or other thing of value for performing any type of work for any person or entity, other than for the department as an employee, regardless of whether it is performed as an employee or independent contractor, and includes off-duty and extra duty employment.

Service: Crime Analyst

Create and analyze police data regarding the locations and rates of crime. Create weekly, yearly reports regarding all police activities.

Service: Special Projects

Administration oversees all special projects not directly related to a specific department or unit which benefits the overall goals of the department. Examples may include the City-wide camera project, License Plate Recognition program, and the purchase of a new RMS/CAD system.

SERVICE LEVEL EXPECTATIONS

Program: Administration of the Department

Service (Activity)	Service Level Expectation
Internal Affairs	100 % of all complaints completed within 45 days
Fiscal Management	Financial projections for the entire department will be done monthly.
Beat Accountability	Monthly all command staff shall meet and discuss beat activity and identify crime trends and formulate proactive measures for resolutions.
Citizens Satisfaction Survey No description write up in section above.	90% or better rate the dept. as good or better
Accreditation	Review all CALEA (Commission on Accreditation for Law Enforcement Agencies) standards annually to assure 33% compliance.
Red Light Camera Enforcement	Annual 10 % reduction in crashes at red light camera intersections
Secondary Employment	Annually all personnel shall submit a Secondary Employment Application for approval.
Crime Analyst	Crime stats are printed, reviewed and analyzed monthly.
Special Projects	Conducted/reviewed on an as needed basis.

SUPPORT SERVICES

PROGRAM SUMMARY

Support Services are provided 8:00 a.m. to 5:00 p.m. This Division supports the entire department through means of Records, Training and Purchasing Monday through Friday. One Captain and a Lieutenant oversee the daily functions of this division.

SERVICES AND SERVICE LEVELS

Service: Records

Records is responsible for entering and processing police records in the Records Management System and maintaining police records in accordance with the adopted records retention schedule.

Activity: Data Entry

Records is responsible for entering and maintaining all records with minimal errors. Accuracy rate of records entry must meet or exceed 95%, the standards for the Department of Public Safety audit. The Records Manager is responsible for assuring that staff is available to provide access to secured files after hours.

Open Records Requests are to be processed within 10 business days in accordance with City Policy. Subpoenas and Expunctions are to be complied with in accordance with Court Order.

The PBX operator/Receptionist is responsible for assuring that all in-coming calls and walk-in requests are appropriately addressed and directed to the appropriate person.

Activity: Operator/Receptionist

PBX Operator/receptionist is the primary call intake person for the department and also assists citizens in the lobby. Regular business is conducted Monday through Friday during the hours of 8:00 a.m. to 5:00 p.m.

Activity: Uniform Crime Reports

Uniform Crime Reports are to be completed and submitted to the state dept. by the deadline (1st week of every month).

Service: Purchasing

Support Services is responsible for purchasing all necessary equipment, uniforms and products for the department.

Service: Training

Support Services is responsible for the coordination and implementation of all police personnel training. Local, state, and in-house mandated training is monitored and maintained. Records are kept for each individual employee. A seven-week pre-field training program is also provided for all new officers. Newly hired officers will be required to attend in-house classroom training over departmental policies and procedures prior to their field training program.

Activity: New Officer Training

A seven-week developmental training course is provided for all new officers. Training staff coordinates the schedules of all personnel assigned to teach in the seven-week training program and prepares and maintains all lesson plans.

Activity: Recruiting Testing and Background Checks on all Applicable Applicants

Recruiting is handled by the training unit, who is responsible for a comprehensive recruiting and selection of new officers, including conducting background investigations and an oral interview board.

Training staff attends job fairs and recruits on a regular basis which includes preliminary testing for applicants and background checks.

Activity: Physical Fitness Testing

All officers are required to be physically fit for duty. The training staff provides physical testing on a monthly basis for all officers, and provides guidance for officers in need of assistance to meet the fitness requirements.

Activity: Physical Fitness Guidance and Assistance

The department contracts with outside trainers to provide on-site fitness classes for all police personnel. A Fitness Program includes testing sworn personnel to determine their level of fitness and prescribing specific exercises when needed.

Activity: State & Department Mandated Training

Ensures all officers complete all mandated state and agency mandated training in the time frame required by state law and agency standards. The staff continuously assesses the training needs of the department, as well as training for individual officers, and provides this training as appropriate.

Activity: Annual Qualifications with Lethal Weapons

Staff ensures that all officers qualify annually with lethal weapons, and attends updated courses on less-lethal weapons.

Service: SWAT

The SWAT team responds to all call outs as needed by the combined agencies in a timely fashion. As a unit training year round is needed to maintain adequate proficiency in skill-set.

Activity: SWAT Training

All SWAT members participate in training on a regular and on-going basis. Training may include practical exercises, fire arms and physical tactics as well as class room instruction.

Activity: SWAT Team Activations

SWAT unit may be activated by any on-duty supervisor/watch commander for one of the three cities it represents. Activation is done through the agency dispatch via electronic message. Upon activation team members will respond to a designated location for further instruction.

SERVICE LEVEL EXPECTATIONS

Program: Support Services	
Service (Activity)	Service Level Expectation
Records	15,000 records processed for FY13
<i>Data Entry</i>	Accuracy rate of records entry must meet or exceed 95%, the standards for the Department of Public Safety audit.
<i>Operator/Receptionist</i>	47,000 contacts for FY 13
<i>Uniform Crime Reports</i>	Submitted by the deadline (1 st week of every month) to the FBI
<i>Open Records Requests</i>	100% of Open Records Requests Processed within 10 business days.
Purchasing	Reconcile all purchases monthly
Training	Attend at least 1 Function Annually
<i>New Officer Training</i>	All new officers must complete the seven-week developmental training course
<i>Recruiting/Background Testing</i>	100 % Completion of background checks on all applicable applicants.
<i>Physical Fitness Testing</i>	Provide at least 1 test opportunity per month
<i>Physical Fitness Guidance and assistance</i>	Provide a min. of 3 hrs. per week of fitness training/instructing
<i>State & Department Mandated Training</i>	Annually 100 % of all officers are compliant with state & department mandated training
<i>Annual Qualifications with Lethal Weapons</i>	Annually 100 % of all officers qualify with lethal weapons training.
SWAT	Available as needed for high-risk tactical situations.
<i>SWAT Training</i>	Minimum of 100 hours completed annually
<i>SWAT Team Activations</i>	Available for activations 24-hours a day and 7 days a week, 365 days a year.

PATROL

PROGRAM SUMMARY

Patrol services are provided 24 hours a day, 365 days a year.

Response to Calls is the responsibility of the patrol officers, with assistance from sergeants and lieutenants as required. The goal is to respond to all calls within the response times established by the department. Rapid response to an emergency is necessary to be the safest city in America.

Pro-Active Patrol assures high visibility in neighborhoods, parks, commercial, and residential areas. House watches and attendance at special events are included in these activities, but may also be assigned to officers in other divisions. These activities are utilized to be the safest city in America.

Beat Accountability – Lieutenants and Sergeants are responsible for identifying crime trends in their assigned beats and developing plans to address problems. To assist in identifying problems, officers attend HOA meetings, assist in forming and meet with neighborhood watch groups, and monitor criminal activity reports. The goal is to reduce crime to achieve and maintain the lowest crime rate in the Houston Area to be the safest city in America.

Special Assignments – Lieutenants, sergeants, and patrol officers may be called on at any time to perform special assignments that are outside the realm of the daily duties of these positions. Activities may include unmarked surveillance, bailiff/warrant duties, and security at public meetings, honor guard, field training of new personnel, court testimony, bicycle patrol, traffic assignments, Citizens' Police Academy duties, presentations, and a variety of other duties as needed.

Public Awareness and Education involves all officers at some point in time. Activities include tours of the mobile command post operations, working with the Community Assistance Support Team (CAST), assisting with the Citizen's Police Academy, attending special events and programs, attending HOA meetings, school programs, and education opportunities that coordinate with increased enforcement activity financed by grant funds.

Traffic Enforcement is conducted by the traffic unit, which consists of a sergeant, seven motorcycle officers, and two officers assigned to stealth vehicles. The function of this unit is to enforce traffic laws and investigate accidents to provide the safest streets possible for the motoring public and provide mobility for people.

SERVICES AND SERVICE LEVELS

Service: Response to Calls

Respond to calls for service within targeted time limits by priority. Proactive Patrol, General Traffic Enforcement, Directed Assignments, Field Training new personnel and Court Testimony will be the responsibility of the first line supervisors and patrol lieutenants. Patrol first line supervisors, (Sergeant, and Lieutenants) will ensure that all officers are responding to calls for service in a timely manner.

Service: Proactive Patrol

Provide preventative patrol and police services twenty-four hours a day, seven days a week by utilizing three eight-hour shifts with officers allocated to shifts based on calls for service. The City is divided into five beats, each staffed with a Lieutenant, Sergeants, Investigators, and Officers.

Activity: Neighborhood Visibility

Provide visible patrols in marked units within the neighborhoods to help deter criminal activity and to promote community policing and Safe and Livable Neighborhoods.

Activity: Park Visibility

Provide visible patrols in marked units within the city parks to help deter criminal activity and to promote community policing and safe recreational activities.

Activity: Shopping Center Visibility

Provide visible patrols in marked units within the shopping centers and commercial areas to help deter criminal activity and to promote community policing and safety for retail patrons.

Service: Beat Accountability

Lieutenants, sergeants, and officers will assist in the daily analysis of their assigned beats to identify and respond to crime trends through observation, HOA meeting attendance, attending neighborhood watch groups, and monitoring criminal activity reports.

Service: Special Assignments

Train and equip forty officers to provide bicycle patrol for quick and visible response during peak activity periods.

Officers will testify in court when summoned by the Courts for general court proceedings.

Provide a new certified police officer with twelve to sixteen weeks of intense classroom and field training.

Honor Guard consists of a twelve-member company to attend special functions throughout the year.

One officer serves as Court Bailiff, providing court area security utilizing cameras and emergency links to patrol cars that bypass dispatch for a quicker emergency response.

Two warrant officers serve defendants in a timely manner with capias and capias profine warrants issued by the court and signed by the judge; notify Texas Department of Public Safety to deny driver's license renewal due to outstanding warrants under the DPS Failure to Appear program.

Assigned Parks Officer will develop and maintain productive partnership with Parks Department, meeting on a regular basis. Provide Park Ambassadors training on identifying suspicious activity and when to call police. Communicate park events to patrol supervisors and request patrol officer assistance to provide visibility patrols as needed. Monitor police reports for developing crime trends in parks. Partner with Beat Manager and CID to develop actions plans for targeting crime in parks.

An impact team comprised of 3 officers and one sergeant responds to high volume crime activities and patterns in specific areas to help reduce or combat crime.

Maintain a unit of officers trained in crime scene Investigation.

Service: Public Awareness and Education

Assigned trained operators maintain the upkeep of the mobile command post and are responsible for driving and setting up the vehicle at different functions and call outs.

Assigned officers work with the Community Assistance Support Team (CAST) team to provide preventive patrol, parking enforcement, conduct assignments through the House Watch Program, and assist with other functions and assignments as required.

Conduct two ten-week Citizens Police Academies per year to educate and inform citizens on police department operations and emergency response training.

Service: Traffic Enforcement

Ten-member traffic unit provides traffic enforcement and accident investigation, Monday through Friday from 6:00 a.m. to 9:00 p.m. or as needed. One traffic officer assigned as a DWI unit working from 7:00 p.m. to 5:00 a.m. or as needed. Traffic Officers will be responsible to investigate all major and minor accidents of all citizens when requested.

Service: Crime Prevention Programs/Activities

Crime Prevention officer will make presentations to citizen groups regarding safety and crime prevention tips regularly throughout the year. In addition citizens are encouraged to sign up on-line for the E-policing program to receive daily updates on crime in their respective areas.

Activity: E Policing

E-policing is an on-line tool for communicating crime trends and safety tips to the community.

Activity: Crime Prevention Satisfaction

Every three years the city conducts a citizen satisfaction survey. This survey allows for the police department to gauge and measure the citizen's satisfaction of crime prevention services.

Service: Warrant Services

Warrants are received through the courts (county/municipal) for suspect apprehension. They are entered into the appropriate computer logging system for records management purposes. Officers upon verification of the warrant shall make the appropriate detention and arrest.

SERVICE LEVEL EXPECTATIONS

Program: Patrol	
Service (Activity)	Service Level Expectation
Responses to Calls	In progress calls responded to within 5 minutes
Proactive Patrol	75% of all calls are self-initiated
<i>Neighborhood Visibility</i>	80% of citizens rate neighborhood visibility as good or excellent in citizens survey
<i>Park Visibility</i>	80% of citizens rate park visibility as good or excellent in citizens survey
<i>Shopping Center Visibility</i>	80% of citizens rate shopping center visibility as good or excellent in citizens survey
Beat Accountability	Daily Beat managers shall identify crime trends and formulate proactive measures for resolutions.
Special Assignments	All officers will receive proper training for each assignment prior to performing the duty.
Public Awareness and Education	All officers and staff will receive proper training for each assignment prior to performing the duty.
Traffic Enforcement	All traffic assignments shall be monitored for no less than 10 days upon receipt.
Crime Prevention Programs/Activities	Crime prevention will have at least one safety presentation per quarter.
<i>E Policing</i>	Increase E-policing subscriptions by 5% annually
<i>Crime Prevention Satisfaction</i>	80% or better citizen satisfaction
Warrant Services	Warrants shall be served as appropriate by state law.
<i>Warrants Received</i>	5,500
<i>Warrants Served</i>	4,500

INVESTIGATIONS

PROGRAM SUMMARY

Investigation services are provided 24 hours a day, 365 days a year.

Criminal Investigations Division (CID) is divided into three investigatory categories: Persons Crimes, Property Crimes or Fraud Crimes.

Investigates and clears cases in accordance with Uniform Crime Rate guidelines, with an emphasis on index crimes. Cases are assigned based upon solvability factors and Uniform Crime Rate hierarchy classifications. Investigators are assigned to collect, correlate and analyze facts and evidence in each case to arrive at an accurate conclusion. Investigators request subpoenas for records and persons in conducting case follow-ups. Persons suspected of committing a crime are questioned/interrogated while victims and witnesses are interviewed. Investigators draft search and arrest warrants and serve warrants as necessary. Investigators investigate and clear cases in accordance with UCR guidelines. Investigators prepare written case reports for submission to the District Attorney's Office and provide testimony for court and grand juries. In addition, Investigators also provide support and follow up to prosecutors in preparing for trial. The Sergeant over Fraud and one non-sworn Crime Analyst are responsible for the Intelligence function, which provides timely Crime Analysis and Intelligence information to the various organizational units of the department. The Fraud Sergeant along with one non-sworn Warrant Clerk are responsible for the Warrant function ensuring accountability for all warrants as they are requested and processed, and coordinating warrants to be served at the earliest possible time after issuance. Sworn members work an on-call rotation to ensure there is 24/7 coverage for both Investigators and Supervisors.

SERVICES AND SERVICE LEVELS

Service: Criminal Investigations

Investigates and clears cases in accordance with Uniform Crime Rate guidelines, with an emphasis on index crimes. Assigns cases based upon solvability factors and Uniform Crime Rate hierarchy classifications. Maintains a "UCR Clearance Rate" higher than the State's average. Conducts pro-active operations to address current crime trends working in concert with the Patrol and Crime Prevention Divisions in formulating action plans for a response. Ensures accountability for all warrants as they are requested and processed. Ensures warrants are served at the earliest possible time after issuance. Provides timely Crime Analysis and Intelligence information to the various organizational units of the department.

Service: Crime Scene Unit

CSU provides for crime scene and evidence processing as needed to support case investigations. Process articles requiring in-house processing or delivers items needing analysis in a timely manner to outside laboratories. Processes articles of evidence efficiently to ensure timely clearance of cases. Promptly logs evidence and/or property into the property room. Provides secure locker storage is provided for evidence submissions after hours and the Unit is available to assist with major scenes at any time. Catalogs and organizes items in the property room for ease in location. Verifies accuracy of property receipts against entries in the records management system. Receives case dispositions and provides proper disposition of items in accordance with standard operating procedures and state laws.

Activity: Evidence

Processes articles of evidence efficiently to ensure timely clearance of cases. Promptly logs evidence and/or property into the property room. Provides secure locker storage is provided for evidence submissions after hours and the Unit is available to assist with major scenes at any time. Catalogs and organizes items in the property room for ease in location. Verifies accuracy of property receipts against entries in the records management system. Receives case dispositions and provides proper disposition of items in accordance with standard operating procedures and state laws.

Service: Special Crimes Unit

The Special Crimes Unit (SCU) is a multi-agency Task Force that is housed out of SLPD. The unit is supervised by a Sergeant from Sugar Land, with two investigators from Sugar Land among the personnel assigned.

The unit works with other Fort Bend County law enforcement agency members and primarily works in an undercover capacity, answering to a Board of Directors comprised of heads of the participating agencies. The founding agencies of the SCU are Sugar Land, Missouri City and Stafford. The unit has personnel on-call to ensure 24-7 coverage. The unit collects and analyzes intelligence information; reviews and responds to crime trends identified within the participating jurisdictions sharing commonalities; investigates gangs, narcotics, and vice related crimes.

Service: Victim Services

The unit is responsible for ensuring the timely contact and notification of victims of violent crime as defined by the Crime Victim's Compensation Act. The unit also develops departmental programs to provide access for crime victims to counseling and outreach programs. The unit ensures that crime victims receive assistance in accordance with the Crime Victim's Compensation Act including the timely contact and notification of victims of violent crimes as defined by the Crime Victim's Compensation Act. The unit also develops departmental programs to provide access for crime victims to counseling and outreach programs, and works with investigators and other divisions to provide community education and analysis of crime victim issues.

Develop departmental programs to provide access for crime victims to counseling and outreach programs. Works with investigators and other divisions to provide community education and analysis of crime victim issues.

SERVICE LEVEL EXPECTATIONS

Program: Investigations	
Service (Activity)	Service Level Expectation
Criminal Investigations	Work with the Patrol Division to maintain a Part 1 Case Clearance Rate that is above the average for the State of Texas.
Crime Scene Unit	Will process all items received within 5 business days.
Special Crimes Unit	Will respond to all tips/assignments within 5 business days.
Victim Services Unit	Will make contact with all victims of persons crimes within 5 business days.

DETENTION

PROGRAM SUMMARY

The Detention Center is a 24-7 operation. Detention personnel provide administrative support during times when the detention facility is empty; detain prisoners in locked cells while awaiting a judge or transfer to another facility, fingerprint and photograph prisoners. They also inventory, secure, and store prisoners' personal property, provide personal hygiene products for prisoners as well as meals and complete laundry as needed. Further they document all activities in the detention center, including monitoring meals, intake and release of prisoners' property until release or transfer.

SERVICES AND SERVICE LEVELS

Service: Detention of Prisoners

Detain and House Prisoners – Check on all prisoners at least twice every hour and note any activity on Prisoner Cell-Check Log. Purchase food and hygiene products for use in the detention facility.

Activity: Detention of Prisoners

Detain prisoners in locked cells while awaiting a judge or transfer to another facility. Fingerprint and photograph prisoners. Inventory, secure, and store prisoners' personal property. Provide food and personal hygiene products for prisoners. Provide and prepare meals for prisoners and complete laundry as needed. Document all activities in the detention center, including monitoring meals, intake and release of prisoners' property until release or transfer.

Activity: Detention Maintenance

Perform light housekeeping and wash linens.

Activity: Maintain Detention Logs

Secure all fines and bonds collected to be turned over to Municipal Court.

SERVICE LEVEL EXPECTATIONS

Program: Detention	
Service (Activity)	Service Level Expectation
Detention of Prisoners	
<i>Detention of Prisoners</i>	Conduct a prisoner check every 30 minutes; Detain all Prisoners with no (0) escapes.
<i>Detention Maintenance</i>	Perform light housekeeping and wash linens as needed.
<i>Maintain Detention Center Maintenance/Inspection Log</i>	All Detainees are counted each shift and logged on Detainee's Log. All Detainees are fed meals at appropriate times and logged on Detainee Log. Daily a check of the fire alarm system and first aid kit is performed and logged.
<i>Maintain Detention Center Receipt Log</i>	Secure all fines and bonds to be received by Municipal Court with 100% accuracy as logged in the City of Sugar Land Receipt Book.